

Having your Say

A Handbook for Ward Committees



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December 2005

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Acknowledgements

This handbook is the result of a number of programmes and activities undertaken by the Department of Provincial and Local Government (**dplg**), the Australia South Africa Local Governance Partnership (ASALGP) and the German Agency for Technical Cooperation (GTZ) which aim to enhance participatory democracy and governance in South African municipalities.

Matjhabeng Local Municipality and the ward committees falling under its jurisdiction have provided invaluable experiences and lessons this handbook has been built on. An Australian adviser, Ms Pauline Peel, worked together with the Community Liaison Officer from the municipality, Mr George Moahloli, and the Municipal Speaker, Mr TV Matsepe, for 10 weeks to find out what kind of things would increase community participation through ward committees. Ward committee members themselves have been involved in the content and the design of the Handbook.

We would also like to thank GTZ's Strengthening Local Governance Programme for making this Handbook possible.



Mr F.S. Mufamadi

Minister for Provincial and Local Government

Foreword

When we introduced the new system of local government in 2000, we correctly positioned this as the sphere of government that is best placed to give practical meaning and substance to the basic political commitment, that the People Shall Govern. We said to our people, through local government, together with you, we shall bring democracy to where you live. In our conceptualization of local government, we placed it at the cutting edge of addressing such basic national challenges as underdevelopment, unemployment, stagnation and poverty.

The newly created sub-municipal Ward Committees play a critical role in achieving the above. Being a representative structure of the community and citizens, they need to inform the municipality about the aspirations, potentials and problems of the people. They should also form a bridge by facilitating proper communication between council and citizens they represent. Local government legislation provides for the establishment of ward committees that will serve as a cord which articulates our system of government to the mass base. Ward committees have an important role to play in actively taking part and determining core municipal process, such as the Integrated Development Planning, municipal budgeting and municipal performance management processes. Without them, our system of democratic government and developmental local government cannot be said to be rooted among the people.

Ward committees have been established in more than 80% of the wards. These ward committees are of varying functional strengths. By paying attention to the functional status of these ward committees as well as to the task of establishing the balance of the remaining committees, we shall be extending the benefits of citizenship to greater numbers of our people.

This handbook aims to provide handy hints, practical ideas and guidance for running ward committees. Communities will be able to participate more in Council decision making if these committees run more effectively.

The Ministry and the Department of Provincial and Local Government would like to acknowledge the support of the Australia South Africa Local Governance Partnership (ASALGP) and the German Agency for Technical Cooperation (GTZ) in making this useful and much needed handbook possible.

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Introduction



“We must engage one another in a similar manner on a whole range of important specific issues such as improving service delivery and strengthening local government, including the Ward Committees.

These Committees, whose members are ordinary workers, play a critical role in ensuring the necessary contact between the people and our institutions of government.”¹

“Of particular importance in this regard will be the need for us to ensure that the local government Ward Committees meet regularly and function as they were intended.”²



This handbook provides handy hints, practical ideas and guidance for running ward committees. Communities will be able to participate more in Council decision making if ward committees run more effectively. Therefore, this handbook will ultimately increase community participation in decisions that councils and municipalities make. The handbook is designed to provide councillors and ward committee members with a series of steps to take when working in their ward committees.

¹ President Thabo Mbeki, Address at the opening of the 3rd COSATU Central Committee Meeting, Ekurhuleni, 15 August 2005.

² President Thabo Mbeki, Address on the occasion of the Budget Vote of the Presidency, National Assembly, Cape Town, 23 June 2004.

The handbook is designed **for councillors and ward committee members** to provide them with a series of steps to take when working in their ward committees.

Ward committees are an exciting way of achieving one of the aims of developmental local government mentioned in the Constitution of the Republic of South Africa, 1996:



“To encourage the involvement of communities and community organisations in the matters of local government.”

The handbook should be read in conjunction with the relevant legislative requirements, the National Guidelines for the Establishment and Operation of Municipal Ward Committees, 2005 and the National Ward Committee Resource Book (**dplg** and GTZ 2005).



Warning: Please always remember to take the realities of your municipality and ward into account when making use of the ideas and hints provided in this Handbook. Some of the ideas described might need to be amended and/or adjusted to suit the particular situation of your municipality and ward.

Steps to getting started

Section

I



Step 1: Find out the relevant legislation and guidelines

Here is a checklist of the most important pieces of legislation that you will need to understand so that you know what you're meant to be doing as a member of a ward committee. These laws and guidelines will also help you understand the kinds of things ward committees can do to help their communities and councils.

To help you keep track of what you have read, use the boxes to tick them off as you read them



The Constitution of the Republic of South Africa, 1996 – Chapter 7 Section 152 – Objects of local government. This will tell you the aims of local government



The Local Government: Municipal Structures Act, 1998 – Sections 73 and 74. Here you will find the rules and regulations about the establishment of ward committees



The Local Government: Municipal Systems Act, 2000. This piece of legislation tells you about the kind of public participation opportunities the community can expect from municipalities



The National Guidelines for the Establishment and Operation of Municipal Ward Committees, 2005. This came out to give more detail about setting up and running ward committees



The resolution passed by your Municipality to introduce the ward committee system. This will state your municipality's commitment to the ward committee system



Your municipality's Public Participation Policy (if it has one). This policy will help you and your community know how to connect with your municipality about important matters affecting you.



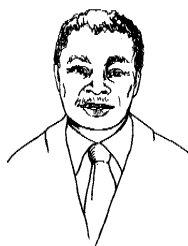
The Speaker's office in your municipality can provide you with copies of all the relevant legislation and guidelines.

Once you get a copy of each document, you can add them to this handbook.

Step 2: Understand the role of the ward committee

The Local Government: Municipal Structures Act, 1998 says:

“The objective of a ward committee is to enhance participatory democracy in local government.”



Ward committees are one way that you can have a say in government decisions.

In simple terms ward committees are made up of elected members of a particular ward to:

1. raise issues of concern about the local ward to the ward councillor
2. have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

The **ward councillor is the chairperson of the ward committee**, and as such is an essential member of the committee. The proportional representation (PR) councillor is assigned by the council to play a role in supporting the ward councillor in a ward.

Ward committees

- **increase the participation** of local residents in municipal decision making, as they are a direct and unique link with the council
- **are representative** of the local ward, and are not politically aligned
- should be **involved in** matters such as **the Integrated Development Planning Process**, municipal performance management, the annual budget, council projects and other key activities and programmes as all these things impact on local people
- can identify and **initiate projects to improve** the lives of people in the ward
- can **support the councillor in dispute resolutions**, providing information about municipal operations
- can **monitor the performance of the municipality** and raise issues of concern to the local ward
- can **help with community awareness campaigns** e.g. waste, water and sewage, payment of fees and charges, as members know their local communities and their needs.

Step 3: Understand the role of the ward councillor

Remember that the ward councillor has to balance the expectations of his/her ward and that of their political party. This makes it a complex role. It is important that you understand this, and are clear about the ward councillor's role so that you can work out the best way of having your say on the committee. If the role of the ward councillor is clear, you will avoid unnecessary competition with that person and possible disputes as well.

The ward councillor

- is the **chairperson** of the ward committee
- is responsible for **convening the constituency meeting to elect** ward committee members
- is **responsible for calling ward committee meetings**
- is **responsible for ensuring that a schedule of meetings is prepared**, including: ward committee meetings, constituency meetings and special meetings
- works with the ward committee to **ensure that there is an annual plan of activities**
- is responsible for **ensuring that the ward committee does what the municipality expects** about reporting procedures
- is responsible for **handling queries and complaints** in the ward
- is responsible for **resolving disputes and making referrals** of unresolved disputes to the municipality
- should be **fully involved in all community activities** that the ward committee is engaged with
- is responsible for **communicating the activities and meeting schedules** to the PR councillor.

Step 4: Understand the role of proportional representative (PR) Councillor

The PR councillor is allocated to a ward and provides support to the ward councillor in issues that relate to the ward or the ward committee. The PR councillor can handle queries and complaints in consultation with the ward councillor.

The PR councillor

- **should attend** ward committee meetings, constituency meetings and special meetings
- can **assist with resolving disputes** and making referrals
- can **help with the implementation of projects**
- **supports the ward councillor**, but does not replace the ward councillor.



Frequently asked questions:

Question: Can the ward councillor delegate the PR councillor to be the Chair in the absence of the ward councillor?

Answer: Yes - the ward councillor can request the PR councillor, in writing, to chair a meeting in his/her absence. There is no formal allowance for a deputy chair under the act.

Step 5: Understand the role of the ward committee members

Ward committee members are elected by their ward to represent the views of the people. They play a very important role within the community.

The role of the members is to

- **advise the ward councillor** in identifying the needs and concerns of the ward, and communicating these to the council
- **be an active participant in the ward committee** and accept responsibilities such as managing a portfolio or an area of interest
- **help the ward councillor** tell the community about their rights and entitlements work as a team and speak with one voice
- **help the ward councillor with grievances** and complaints from the community
- **hold official roles within the committee** e.g. secretary
- **show leadership in starting projects** which will improve the lives of people in the ward
- **undertake a ward profile** so that the committee knows more about the ward (See Step 13)
- **help the ward councillor consult with people** who have a stake in a particular issue, and work with partners in the community to benefit the ward committee's work
- **be involved in community events** e.g. funerals and cultural activities. This is very important as it shows you care about community and understand community issues.



Frequently asked questions:

Question: Is there any training for ward committee members and ward councillors?

Answer: Yes. Your municipality should provide induction training for all ward committee members and help organise the training, including secretarial skills, report writing, dispute resolution, leadership, municipal operations and budgets.

Question: Are ward committees answerable to political parties?

Answer: No. Ward committees are independent of political parties. That is the law. Ward committees are meant to represent a broad cross-section of your community, not one political party.

Question: Are decisions made by ward committees binding on Council?

Answer: No. Decisions made by ward committees are not legally binding on council and the municipality. However, because of the commitment to public participation, the views of ward committees will be given serious consideration.

Question: Are members of a ward committee paid for their services?

Answer: No. There is no payment for services but reasonable costs incurred e.g. transport and catering should be reimbursed.

Question: Can ward committees go direct to the municipality to raise their concerns?

Answer: No. Issues raised by ward committee go through the ward councillor who will raise them with the Speaker's office.

Question: What happens if the ward councillor doesn't tell the Speaker's office what the ward committee wants the Speaker to know?

Answer: In this instance the ward committee may decide to speak directly to the Speaker's office about the lack of support from the ward councillor. The Speaker will then talk to the ward councillor about this and make sure the ward councillor understands his/her role in keeping the Speaker informed and responsive to the ward committee.

Question: Are ward committees the only way for the community to have a say in council decision-making?

Answer: No. There will also be other opportunities e.g. public hearings about various matters, like the annual budget. Ward committees should ensure that the residents of their ward are aware of these opportunities as well.

Question: Can ward committees be involved in activities such as handling of queries and complaints, or disputes within the community?

Answer: Yes. Ward committees can play an important role in helping the ward councillor in resolve disputes, or answering questions, as ward committee members often have in-depth understanding of complex community issues.

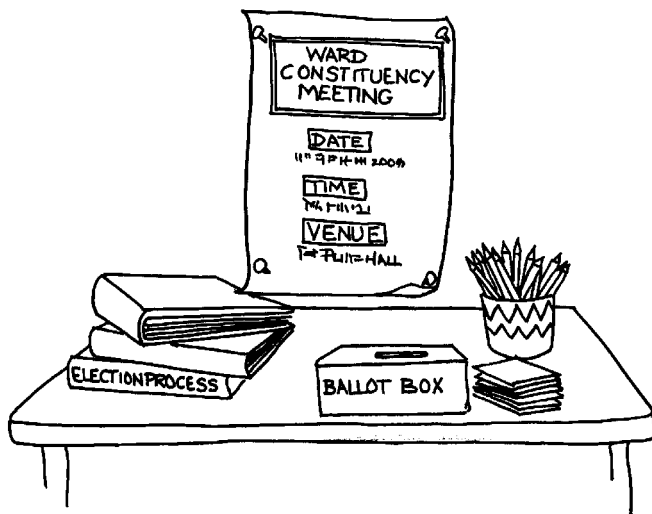
Step 6: Elect the members of the ward committee

Both the Speaker's office and the ward councillor play a role here. It is the ward councillor's responsibility to convene the meeting to elect the ward committee members. This meeting is called a 'constituency meeting'. The Speaker's office will conduct the elections to ensure that they are independent.

Ward committees can have up to 10 members. Here is a checklist of things to do when preparing for the election of the members of the ward committee.



Warning: Before proceeding to convene a meeting to elect the ward committee members, please read the Local Government: Municipal Structures Act, 1998 and the National Guidelines on Ward Committees, 2005 as both these documents have a lot to say about the election process. The National Ward Committee Resource book (dplg and GTZ 2005) will also give you some helpful ideas about how to embark on the election or nomination process.



The ward councillor must

- **work with the Speaker's office** to determine a date suitable to run a meeting to elect the members of the ward committee
- **determine date, time, and venue** of the constituency meeting
- **ensure the community members can get to the venue** e.g. transport may need to be provided for some people. Alternatively, work out a venue that is close to most. Also think about those people who have an illness or disability; is the venue accessible to all?
- **ensure that chairs are organised** for the meeting especially for elderly people
- notify everyone (i.e. the constituents) the **date, time, venue and purpose of the meeting**: consider putting notices in the local library, clinic, and schools, publish a notice in the local paper, and use the community service announcements on the local radio station. The Speaker's office should provide funding for the advertisement
- **ensure that he/she is familiar with the election process** the municipality uses for the election. The Speaker's office will run the elections but the ward councillor and members of the committee should be familiar with the process
- **organise an interpreter** if required.

Now it's the turn of the Speaker's office, which will do the following

- **ensure that there is an attendance register** at the constituents' meeting and that it is signed so that the election process can be checked
- **explain the roles and responsibilities** of ward committees and their members, to the meeting
- **explain the election process** to the participants. The Act provides geographical and sectoral options for electing the members i.e. members ought to represent a particular interest group, for instance young people, or health issues. The committee must consist of at least 50% women members. (Each municipality will determine its own policy according to which option is selected.)
- **call for nominations** for committee members and seconders of these nominations
- **count the votes and announce the results**
- **ensure that nominees and seconders sign appropriate forms**
- **ensure that elected ward committee members are aware of their roles and responsibilities and sign the appropriate forms.**



Handy hint for the ward councillor - call the first meeting of the newly elected ward committee before the members leave the constituency meeting. It is always hard to set up meetings with many people, especially if you have to contact each one individually. Why not make the most of their presence at this meeting to arrange the next one?



Frequently asked questions:

Question: Are there procedures for filling vacancies on the ward committee?

Answer: Yes. The process varies according to the type of vacancy. The National Guidelines on Ward Committees, 2005 or the Local Government: Municipal Structures Act, 1998 outlines the process.

Question: Are there circumstances under which a ward committee member can be removed?

Answer: Yes. If the member has been absent without leave for three or more consecutive meetings, or with leave from six or more consecutive ward meetings, she/he can be removed.

Question: What happens if a ward committee member moves to another ward?

Answer: The member will have to resign, as she/he has to be a voter in the ward to be on the ward committee.

Step 7: Attending induction training - ward councillors and ward committee members

Once all the members of the ward committee are elected, they should all attend induction training. As the Chair of the committee, the ward councillor should also attend. Contact the Speaker's office to find out when the induction is being held.

Here is what you will learn at the induction training

- you will learn about the **legislation relevant to ward committees**. If you don't know this legislation, you may very well end up doing things that are not legal
- you will find out about the **standing rules and orders** that will help you know much more about ward committee functions.
- you will find out about **how the council operates**
- you will find out about **running a meeting**, which is essential to being able to participate effectively in a meeting
- You will find out about the **code of conduct for ward committee** members that will guide your behaviour as a ward committee member
- you will find out about the **powers and functions of ward committees**. This is essential to help you know exactly what your role is as a ward committee member
- you will **get to know each** other so you can begin to build an effective team.

Step 8: Preparing for the first ward committee meeting - some hints for the ward councillor

Here is a checklist designed to help the ward councillor, who is the chair of the ward committee, prepare for the first meeting. Once the committee has met and elected a secretary, this person will help the councillor manage the 'chairing' role. If the ward councillor is well organised as the chair, it will be easier to delegate responsibilities and tasks to other committee members, and the whole meeting will run more smoothly.

The ward councillor can work through this checklist to make sure the first meeting is prepared



Have you identified and booked a regular ward committee meeting place? Remember this must be a public place not a private place such as a residence. It is a requirement under the Act.



Have you prepared a draft annual meeting schedule, which is a list of all meetings for the year with the dates, times and venues? This list should include ward committee meetings and constituency meetings and is helpful to enable the ward committee members to plan their time over the coming year.



Have you got your kit of information from the Speaker's office? This should include the relevant legislation and guidelines, together with reporting requirements and templates for, for example, attendance registers.



Have you prepared an agenda for the coming meeting? (See steps 10 and 11 for the role of the secretary and hints for running a meeting. An agenda template is included in section 4.)



Have you developed a list of portfolio responsibilities (or special areas of work) for discussion with the ward committee?



Have you considered a date for a meeting to develop an annual plan of activities? (See step 14 for an outline of how to undertake your annual plan.)



Frequently asked questions:

Question: What kinds of meetings will ward committees have to convene or hold?

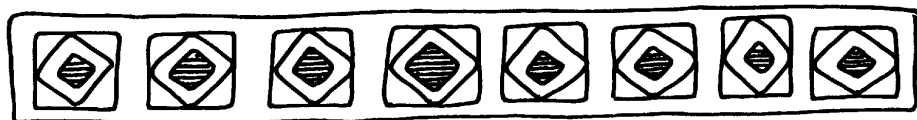
Answer: There will be three main kinds of meetings that the ward committees will be expected to organise. These meetings will be set up with the agreement of the ward councillor.

1. **Ward committee meetings** - these are the regular meetings of the ward committee members. They should be held on a regular basis to enable the ward committee to plan effectively. They must be held at least 6 times a year. More regular meetings, such as monthly meetings, are recommended, so that the ward committees have enough opportunity to focus on all the different things they need to do.
2. **Constituency meetings** - these are meetings between the ward councillor and the constituents, that is, the local residents. These meetings will help the ward councillor and the ward committee understand the needs of the community. Times for constituency meetings should be set in advance as part of the annual meeting schedule. These are opportunities to invite municipal officials or the political leadership to talk with the constituents on community matters, or to provide information about how the municipality operates.
3. **Special meetings** - these can be convened when the need arises, e.g. if there is a particularly important issue that the community is worried about and wants to discuss with the councillor and municipality.

Step 9: The first ward committee meeting

There are a number of things that should happen at the first meeting of the ward committee

- **Elect members to positions** - you must have a secretary and you may decide if you need a treasurer (See step 10 for the role of the secretary)
- **Have the committee introduce themselves** and share what they want to achieve as members of the ward committee
- Ask the secretary to **develop a contact list of ward committee members** and provide a copy to each person
- Together with the group, **discuss and agree on rules for meeting behaviour**, including the need for confidentiality. Sometimes, controversial issues will be discussed at ward committees. All members need to work out and agree on how to communicate these issues with the constituents. It is not always useful to tell everything to everyone
- **Discuss the annual meeting schedule** and see if you can reach agreement about what meetings should be held when
- **Set a meeting to develop an annual plan**. This could either be a special meeting of the committee, or the next regular meeting of the committee
- **Allocate portfolios** e.g. housing, health and social welfare, local economic development. 'Portfolio' simply means the responsibility, allocated to one person, for reporting, understanding, communicating and working on a particular area of interest.



**Handy hints to help ward
committees work
successfully**

Section

2



Step 10: The role of the secretary

The secretary of the ward committee has the following tasks

- to **help prepare agendas** - the secretary should ask ward committee members for items to include on the agendas of all meetings
- to **discuss the agenda with the chair** to agree on the contents before sending it out to other members. Remember, the chair of the committee is the ward councillor so this person has final say over what is on the agenda
- following approval of the agenda, to **give it to the ward committee members prior to the meeting**
- to **take minutes at all meetings** convened by the chair and the ward committee. 'Minutes' are simply a written record of what has taken place at the meeting; they usually include some discussion about each item, the decisions the committee has made, and the actions to carry out these decisions
- to **ensure that the minutes are distributed to members, and filed and held in a secure place**. Remember, minutes are a legal record of the meeting, so is very important they are held in a safe place. People often go back to the minutes of meetings to check the decisions made.



Provide the secretary with information from this handbook about the role of the secretary, how to run a meeting, and a copy of the agenda template.

Step 11: Running a meeting

- **Communicate the time and place of the meeting well in advance.** As mentioned above, the secretary is responsible for this.
- **Prepare the agenda before the meeting.** This is the job of the Chairperson and the secretary. (See Step 10 about the secretary's role.)
- **Give the agenda to committee members before the meeting** so they know what the meeting will be about and can prepare. Sometimes there will need to be a special report on a portfolio area, so if the portfolio holder knows this, he/she can consult with the community about this issue and report to the committee properly.
- The **chair will open the meeting** and go through the agenda step by step.
- **Record who is present.**
- **Record apologies** from those people who can't make it. (Committee members should always tell someone else on the committee if they can't make the meeting. This is what is known as giving an apology.)
- **Go through the minutes** - check that they are an accurate record of the last meeting. Everyone must agree that the minutes are accurate as minutes are the legal record of meetings.
- **Business arising from the last minutes** - this item covers matters discussed at the previous meeting which committee members were to report back on. You can usually easily see what makes up 'business arising' by looking at the actions people were supposed to take.
- **Correspondence** - these are letters to the committee or letters sent by the committee. Each piece of correspondence should be noted by the committee as they are sent out on your behalf.
- **Other items on the agenda** e.g. IDP, municipal budget, municipal performance management, local economic development projects. One member of the committee must introduce and start the discussion. The report could include an introduction about the issue (what is it, what is your involvement, why you are involved) and then, what action has been taken and what more needs to be done.



Remember that it is important for all committee members to participate in the meeting. The chairperson must not dominate the discussion. The chairperson's role is really to guide members through the agenda in order to achieve the committee's goals. The chairperson is a bit like a conductor in a band rather than a solo performer.

After discussion, the chairperson must ensure that a decision is reached, and if necessary, that someone is given the responsibility to take action on the committee's behalf.

With thanks to Working in Wards Manual produced by the Free State Local Government Association, November 2001

Step 12: Chairing a meeting, some tips for the chair

- **Try not to talk too much yourself;** listen to what others say and make sure they stick to the agenda
- **Jot down the main points** made during discussions
- **Summarise the main points at the end** of each agenda item
- **Keep order in the meeting** - this means making sure that speakers are respected, that people don't laugh and chat during the meeting or have conversations amongst themselves
- **Stick to time limits allocated** to agenda items
- Try to **end on time**.

With thanks to Working in Wards Manual produced by the Free State Local Government Association

Step 13: Reporting requirements for ward committees

You will need to **contact the Speaker's office in your municipality to find out about the reporting requirements**, including the deadline for reports. This will generally be monthly, possibly due on the last Friday of the month.

The Speaker's office may have a pro forma for reporting. **A proforma reporting form is a written guide, or form**, which you can fill out rather than coming up with your own format. It's helpful because you know you have covered everything that is needed.

If there is no existing pro forma, here is one on the following page that you can use. (You don't need to provide a lot of detail.)



Proforma reporting form

Report or ward (fill in the ward name or number)

.....

Ward councillor (fill in the councillor's name)

.....

Month and year (fill in the date)

.....

Name of the municipality (fill in the name of the municipality)

.....

Ward committee secretary (fill in the secretary's name)

.....

1. Issues raised in ward committee, constituency or special meetings - List numerically.

.....

.....

2. Possible solutions and recommendations - list numerically.

.....

.....

3. Matters resolved - list numerically.

.....

.....

4. Projects underway and completed - list numerically.

.....

.....

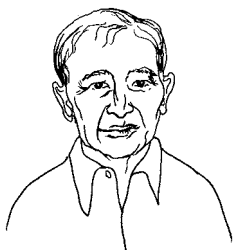
5. Plans for the next three months - list numerically.

.....

.....

Step 14: Developing a ward profile

This can be one of the first things the ward committee does together. It can help build the team, as well as help you understand more about your ward.



Doing a ward profile can be fun. Here is an outline to get you started. Remember you can gather basic information to start with and then add to it throughout the year.

1) Find out about the people in the ward and the problems they experience e.g.

- The age groups, gender, employment status
- Crime statistics, major health problems
- The day to day concerns of the people
- Attitude to municipal programs and proposals
- The hopes of the people
- The history of the ward
- The languages people speak
- Their political interests

2) How do I get this information?

- The municipality can supply you with the information for such things as age groups. The ward councillor can request it through the Speaker's office
- The police can give you crime statistics and if there is a hospital or clinic in your area it can give you health information
- You can find out about what people think through constituent meetings, or meetings with small groups of people throughout the ward, or maybe a simple survey of the community, or discussions with friends

3) What kind of infrastructure exists in the ward?



'Infrastructure' means structures that make up your community, for example:

- Community infrastructure like schools, clinics, hospitals, police, ambulance etc.
- Roads, water, sanitation
- Types of housing
- Sports and recreation facilities
- Churches
- Community Halls
- Shops, markets, banks
- Transport

4) What else is happening in the community?

Make a list of community organisations - these are very important stakeholders for the ward committee. 'Stakeholders' means people, or representatives from a group, who have a particular interest, or who are experts, or who really care about something you are doing in the ward committee.

5) Are Community Development Workers (CDWs) present in your ward?

Identify CDWs in your ward and meet them to compare terms of reference, including whether the CDWs are able to offer any operational or secretarial support to your ward committee.

You can use this list to help organise your stakeholder forums.

Include:

- sporting organisations or forums
- school governing bodies
- community policing forums
- religious organisations
- youth organisations
- burial associations
- business organisations
- cultural organisations e.g. arts, music
- women's organisations.



Frequently asked questions:

Question: Why is it useful to develop a ward profile?

Answer: As a ward councillor and a ward committee, you can only be really effective if you know your community well. Remember, you are there to represent your ward. You can't do this if you don't know who lives in your ward, what their needs and issues are, what they want the committee to do for them and what buildings, roads and other physical things make up your ward. This also includes knowing as much as possible about community organisations and the local 'resources' such as local businesses or sporting clubs. You'll be surprised at what you find out.

Question: How can the ward committee use this information?

Answer: The ward committee can use it in the development of their annual plan. You'll be able to plan better and participate more effectively in discussions about council policies and programs or projects because you know more about your community than anybody else.

Step 15: Developing an annual action plan for your ward committee

The ward committee needs to have an annual plan that clearly lays out what its priorities are and what it expects to achieve. This will help you see whether you have achieved what you said you would do. It will also help you report to the municipality, as you can report each month against your plan of action.

It is a good idea to plan a special meeting as soon as possible to develop your annual action plan. Make sure that your plan is realistic and achievable.

In developing your annual plan you could take the following into account

- the dates when the municipality will be holding consultations that you may wish to participate in such as the Integrated Development Plan (IDP) and the annual budget
- the most important issues for the community? What can the ward committee do to assist? When should you do this?
- what projects does the ward committee wish to undertake? Consider such things as local economic development projects, training home-based care givers? Could we do these projects with other community organisations?
- what community forums, e.g. health or community organisations does the ward committee want to be represented on?
- which community organisations or municipal departments do we want to invite to do a presentation to the ward committee or to a constituency meeting?
- which ward committee members should be given the responsibility to do the tasks?
- what are the deadlines for completion of the tasks?
- what are the most urgent or important tasks that we want to do first? What can wait a bit longer?



The plan should be flexible and should be able to be changed according to need.

Make sure that the projects you want to do are linked to the IDP. If your projects don't conform with the IDP, you may find the community doesn't want them, or the municipality can't support you in doing them. (See step 17 for more information about the IDP)



Remember - the plan should be achievable. It is better to do a few things well than a lot of things badly.

**Joburg****Integrated Development Plan**

The Integrated Development Plan (IDP) is a political process that is led by the Executive Mayor of the City together with Councillors and supported administratively by officials. The IDP basically maps out the City's achievements and challenges as well as future development based on business and community needs in relation to service delivery and economic development.

An important part of the IDP is the extensive consultation with you and other stakeholders to ensure that you are involved in deciding the future development of the City of Joburg.

A series of Ward and Regional meetings will be held throughout the City to give feedback on how your needs and expectations have been budgeted and planned through various projects and programmes.

We encourage you as a resident of Joburg to participate in the consultation process by attending these meetings and having your say. Your participation is as good as your vote to ensure that your service delivery needs are met.

As a City, we remain committed to promoting a safe and healthy environment, promoting economic growth, combating HIV and AIDS, reducing interruption to electricity and water supply, improving the billing system, enforcing bylaws and facilitating housing delivery.

For more information on the City's IDP:
Call (011) 375 5555 option 7, visit your nearest People's Centre or log onto
www.joburg.org.za

"Working together for service delivery"

The municipality: how it can support ward committees

Section 3



Step 16: What support does the municipality offer ward committees?

The support offered by the municipality will differ according to the resources of the municipality. Some municipalities have more money than others and this will affect what you can achieve. The Speaker's office can tell you what resources are available but have a look at this checklist below.

Here's a checklist of things to ask the municipality about:



Copies of relevant legislation, national guidelines and council policies on public participation and ward committees



A copy of the demographic data for the ward, to assist you with compiling your ward profile



A copy of the municipality's Integrated Development Plan



An overview of the municipality's Performance Management System



A summary of the municipal budget



Information about reporting processes and procedures



Dates and times of induction training



Information about other training opportunities provided for ward committees



Information about budget allocations or policies for reimbursement of expenses for ward committees

Step 17: What is the Integrated Development Plan?

All municipalities are required to prepare an Integrated Development Plan (IDP). It sets out the priorities for the area. The IDP has a life span of 5 years and is reviewed each year. The IDP ensures good use of the municipality's scarce resources, targets priorities (e.g. helping the most impoverished areas), attracts funds from other levels of government, and strengthens participation by the community.

How can ward committees be involved in IDPs?

Ward committee representatives can be on the IDP Representative Forum. This forum is the opportunity for stakeholders to represent the interests of their constituencies. This forum provides a structure for discussion, negotiations and joint decision making between the community and municipality, enables communication and provides an opportunity to monitor the planning and implementation process of the ward committee on the IDP.



How can I get a copy of the IDP?

Your ward councillor may have a copy - if not you could contact the municipal manager's office or the Speaker's office. The municipality should provide training about the IDP. Your ward committee can find out more about this through the speaker's office.

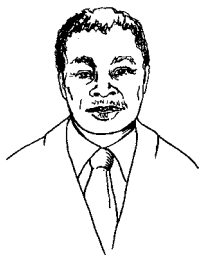


Step 18: Annual budget

A budget is a financial plan. It sets out the activities for the coming financial year by presenting the cost of these activities and the origin of the income to pay for the expenses.

The financial year of South African municipalities runs from 1 July of each year to 30 June the following year. Council must approve these budgets before the new financial year begins, after proper planning and consultation with ward committees and other stakeholder groups in your area. If the ward committees are involved in deciding how much the municipality should spend and on what projects, this will mean that your ward may directly benefit.

Throughout the year the budget is monitored to check actual income and expenditure against the budget. For example, if the income from fees and charges is less than predicted, then expenditure will need to be less.



Ward committees should find out what the budget timeframe is and when meetings are being held. You should also ask if there is any budget training to assist you in meaningful participation in the budget.

Step 19: Performance Management System

Find out whether your municipality has developed a performance management system. Your ward committee can play a key part in performance management in three stages:

- **Planning:** Work closely with your councillor and other community organisations, to identify priority needs and make sure that these needs are included in the budget proposals and plans.
- **Follow-up and feedback:** Insist on regular reports on municipal projects and services to the ward committee and at public meetings in your ward so that you keep residents informed of progress and/or problems. Make constructive suggestions for improvement and, if necessary, organise the community to help get the job done.
- **Yearly performance reviews:** Council should report regularly to the ward committees and communities on their budget and performance reviews, as part of community meetings. In addition, if your committee does not get a regular performance report from your council, let the mayor know that your ward committee expects better performance from democratic local government.

Step 20: Municipal contacts

Contact the Municipal Manager's office for a list of key contacts and add to the handbook.

Step 21: Municipal projects and initiatives

Contact the Municipal Manager's office for a list of key projects and initiatives and add to handbook.

Handy templates for
you to use

Section

4

Minutes of Meeting

.....Municipality
WardCommittee

Date:.....

Time:

Venue:

Agenda

1. Opening and welcome
2. Apologies
3. Minutes of previous meeting
4. Matters arising
5. Correspondence
6. New items e.g. Report on status of projects and portfolio reports
7. Council resolutions
8. Date and time of next meeting

[illegible]

Municipality Action Plan

.....Municipality

WardCommittee

Municipal priorities from the Integrated Development Plan

Ward Priorities

1.
2.
3.

The ward committee should report on the following plan monthly. This will help you know whether you have achieved what you want to in your plan. It will also help the Speaker know if there are any issues he or she needs to work on.

No	Project	Responsibility	Objectives/ Indicators	Timeframe	Resources
1.	Food gardens	Econ development	Two cultivated	June 2006	

The responsible ward committee member should report the status of the project to the ward committee meetings

Portfolio Allocation of Responsibility

.....Municipality
WardCommittee

Name of portfolio	Health	Local economic development	
Name of person/s responsible			
Examples of responsibility	Ward health forum HIV and AIDS		

Notice of Ward Committee Meeting

.....Municipality
WardCommittee

Date:.....

Time:

Venue:

Agenda

1. Opening and welcome
2. Apologies
3. Minutes of previous meeting and matters arising
4. Correspondence
6. New items (Please list them)

Nomination Form – Election of Ward Committee

.....Municipality

WardCommittee

Nomination form for ward committee member

Nomination

We, the undersigned being registered voters in the ward.....
hereby nominate Mr/Ms as a candidate
to be elected as ward committee member for ward

1. Name: Signature: Date:

2. Name: Signature: Date:

Nomination

I the undersigned, I.D. no.
residing at and/or beign a registered
voter in ward, hereby accept my nomination as a
candidate to be elected as a ward committee member for ward

Signature: (Candidate) Date:

Ward councillor:

Ward:.....

Ward councillor:

PR councillor:

CDW:

[illegible]

Ward Committee Election Results

.....Municipality

Ward:.....

Venue:

Date:

Municipality:

Candidates name	Number of votes
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	

Votes counted:

Spoilt papers:

Total:

Signature:





Your partner in service delivery and development

the dplg

Department:
Provincial and Local Government
REPUBLIC OF SOUTH AFRICA

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